



Pilbara Rail's Journey to a Safety Focused Culture

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Background



On the 1st April 2002 Hamersley Iron and Robe River integrated their Railway systems and formed the Pilbara Rail Company.



HAMERSLEY IRON

A member of the Rio Tinto Group



A member of the Rio Tinto Group





Safety is a Value

The health and safety of our people is a value that we will not compromise

Our Vision

To rail iron ore as required by Hamersley Iron and Robe without people being harmed.

Our Goal

All injuries and occupational illness are preventable. The Pilbara Rail goal is zero for all of them



The Journey

Phase One- was about eliminating unsafe conditions





Phase Two

- Phase Two was to create a safety focussed culture
- **There are a number of *Essential Requirements to Change Behaviour* that we believe include:**
 - Senior Management to demonstrate commitment
 - Committed and trained leaders who understand how their actions influence positive and negative behaviour of their team
 - Good, simple, practical systems that are used by all
 - Hazards that are eliminated or controlled in an effective way
 - Employees have clear expectations
 - Total Involvement – One Team, One Goal



Inductions

- Inductions are conducted for all new employees and contractors
- The induction process is run by key personnel within the organisation
- The induction is a two day process and includes:
 - Chief Operating Officer sets expectations of all employees and safe behaviours
 - Training in basic safety tools such as: safety observations, Take 5, JHA's, risk assessments
 - Iron Safe Safety Standards- safety management system
 - Driving Awareness
 - Environmental requirements
 - Employees complete a Personal Commitment to Safety in a Personal Safety Plan



Simple Safety Tools

Take 5

- Simple Risk Assessment Tool
- 5 Step Process
 - Step 1- Think through the task
 - Step 2- Spot the Hazards (to yourself and others)
 - Step 3- Assess the Risk (Probability & Consequence)
 - Step 4- Make the Changes
 - Step 5- Do the job Safely

Employees are required to undertake a Take 5 Prior to conducting a task and if the task changes





Simple Safety Tools

Safety Observations

- Process for identifying and reinforcing safe behaviours and identifying at risk behaviours
- A Safety Observation is a snap shot of a task
- Peers conduct observations on each other and are actively encouraged to visit other work areas, as a fresh set of eyes.



Currently Pilbara Rail records over 1000 observations per month

Its all about positive peer support, based on positive reinforcement and that all employees participate in making their work safer



Simple Safety Tools

Team Based Risk Assessments

This is a process whereby all work groups form teams to analyse the risks of activities by location in their work areas to identify unacceptable risks

safe	Consequence			
	Catastrophic	Critical	Marginal	Negligible
Frequent	1	1	1	3
Probable	1	1	2	3
Occasional	1	2	3	4
Remote	2	2	3	4
Improbable	3	3	3	4
	High	Moderate High	Moderate Low	Low

Job Title: Track Mtnce - 6 Mile - Lathe Area - Biomechanical	Risk Assessment Record # PRC062 Track Mtnce - 6 Mile - Lathe Area - Biomechanical		
Location/Equipment: Track Mtnce - 6 Mile - Lathe Area	Residual	1.5 Safety - Monthly	30-Sep-03
Recommended Action (Improving existing controls, implement new controls)	By Whom (Person responsible for action)	By When (Target completion date)	Final Risk
	Engineering: Relocate lathe to existing bay area so that lathe is under overhead crane to allow crane to be used for installing chuck.	Glenn Turkin	1/30/2004



This process has been used to form the Pilbara Rail Risk Register and develop Risk Reduction Plans



Standards/Rules/Procedures

- Standards, Rules, Policy's and Procedures are clear and concise
- These documents are readily available through a Document Control System and continually reviewed

Emphasis is placed on the employees to have accountability to know and follow the Operating Rules and Safework Procedures for their work



Contractor Management

- Contractors make up approximately 30% of our workforce.
- Contractors are integrated into our operation who follow the same induction process, safety systems, policies and procedures.



Contract companies must undertake a rigorous contractor pre-qualification process before being approved to undertake work on any Pilbara Rail site

Employee Involvement



Employees and contractors are involved in a number of teams including:

- Hirail Improvement Team
- Access Road Team
- Indigenous Communities Driver Awareness Team
- Emergency Response Team
- Team Based Risk Assessment
- Safety Representative Leadership Forums

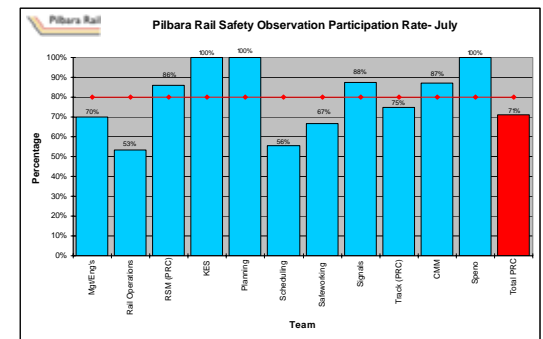


Incident Reporting

- All Incidents are reported. Any personal injury, including minor injuries are reported to the COO anytime day or night
- Incidents are reported to a central location and an initial summary distributed to all teams to be discussed at Toolbox meetings
- All incidents are risk ranked and depending on the level of risk will determine the level of incident investigation
- Actions are identified and personnel are assigned action items
- Outstanding action items are reviewed on a monthly basis to ensure actions are closed out

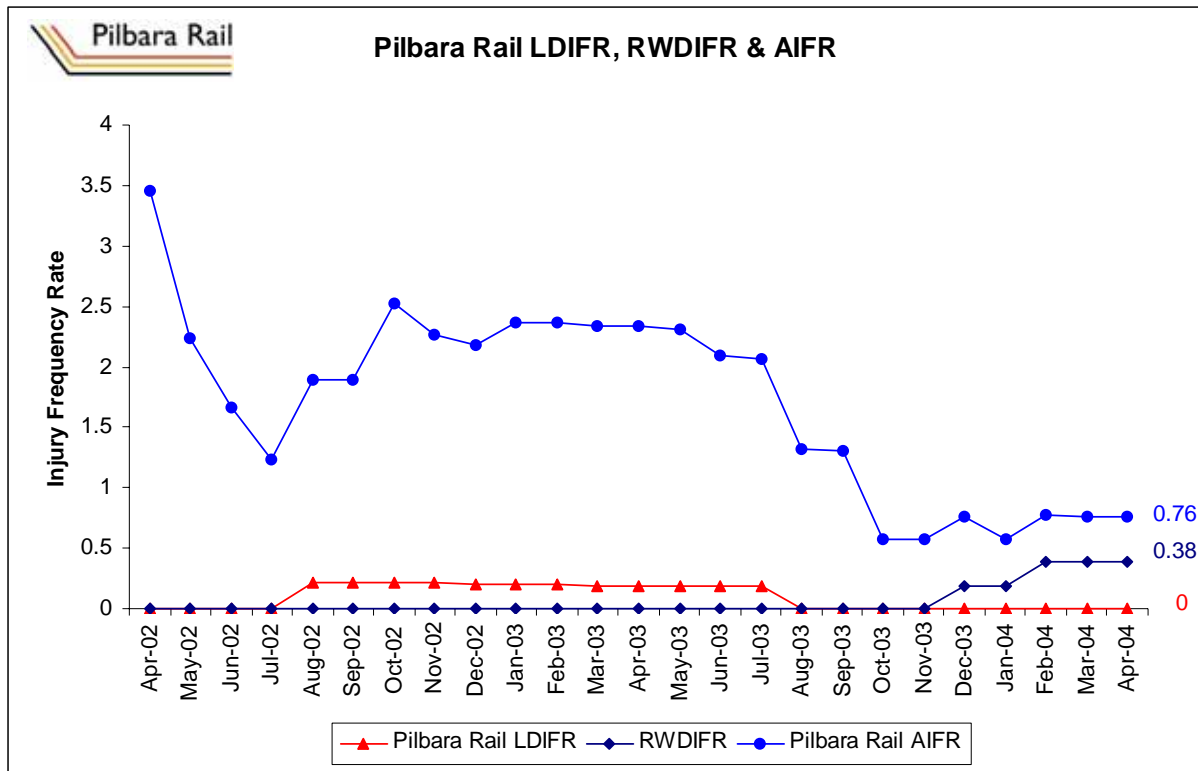
Performance Monitoring

- At Pilbara Rail we monitor and measure key performance indicators to achieve and maintain a positive safety culture. This identifies key areas of improvement enabling a continuous improvement process. Both lagging and leading measures are utilised.
- Emphasis is placed on Leading Indicators:
 - Number of Safety Observations by Team
 - Safety Observation Participation Rate
 - Corrective Actions by Status
 - Property Damage by Cost and Risk Ranking
 - Risk Reduction Plan Items Completed



Performance Monitoring

Our last lost day injury was in August 2002, when an employee lost one shift, due to severe bruising to the back.





Recognition and Encouragement is an Important Element

Pilbara Rail's positive safety culture and performance has been recognised in a number of ways:

- Firstly Pilbara Rail was Highly Commended in the 2004 Minex Awards
- Pilbara Rail was also nominated as a finalist for the Rio Tinto Chief Executive's Safety Award 2003 and received a commendation
- The Pilbara Rail Emergency Response Team won the Rio Tinto Iron Ore Emergency Response Competition in 2003, competing against eight other response teams
- Employee recognition through site visits and attendance at conference and seminars



The Journey is Ongoing

Pilbara Rail still faces many challenges:

- Expanding operations
- Increasing levels of production
- High numbers of new employees
- New Technology
- We are not Perfect

What is important is that we face these challenges together One Team, One Goal- to truly have a safe place of work